

The Participating CrescentCare Board members and staff decided to focus on priority areas for the coming three years; as such this plan covers August 2015-July 2018. The participants identified three priority areas: Financial Sustainability, Communications/Marketing, and Assess and Assure that CrescentCare is meeting community needs. The associated actions, responsible person(s) and time frames for each priority area appear below.

Priority Area: Financial Sustainability		
Action	Who	Time frame
Maximize coding ability Requires Providers/CQI team Using Aprima to fullest capacity	Providers/Billing Office/Coders CQI Team	6-12 months
Provide Information to Board by Cost Centers	Finance Team Requires CEO to prioritize tools and staffing and Board to approve budget	1-2 years
Continue to identify appropriate space to house CrescentCare's various programs including procurement of new space as appropriate	Facilities Committee/Board	Ongoing; New space within 2-3 years
Identify Other Sources of Funding	Staff/Development Team	Ongoing
Develop and monitor Productivity Projections/ Revenue Projections to assist Board with budgeting process	Staff	Annually (with budgeting process) Regular monitoring when able (related to cost center reporting)

Priority Area: Communication & Marketing		
Action	Who	Time frame
Internal Communications: Improve Intranet Operations to better utilize it for communication/news bulletins/interactive	Staff	6-12 months
Establish internal communications work group to explore and make recommendations regarding: Quarterly open forums; improvements to intranet; employee newsletters; feedback loop to Employees to from surveys; internal communication regarding including crisis management	CEO Communications Work Group Communications Work Group/Leadership Council CEO	Establish and convene Work Group within 3 months Work Group to make recommendations to Leadership Council within 6 months Ongoing review/ implementation process Report back to Board within 12 months on activities/progress
Explore external communications work group to explore methods for patients to access services: assess what is working/make improvements as indicated, including communication to patients, external constituents during a crisis	CEO Communications Work Group Communications Work Group/Leadership Council CEO	Establish and convene Work Group within 6 months Work Group to make recommendations within 12 months Leadership Council; Ongoing review/ implementation process ongoing Report back to Board within 18 months
Review and Revise Agency Marketing Plan with consideration of better targeting of areas and populations	Development/Marketing Team	Submitted to Board annually for review/approval

Priority Area: Assess and Assure that CrescentCare is Meeting the Needs of the Community

<i>Action</i>	<i>Who</i>	<i>Time frame</i>
Institute a needs assessment process that includes a review of available tools, data, and information from Community, State, and Regional resources to compile CrescentCare’s needs assessment	Needs Assessment Work Group appointed by CEO and Board	Establish and Convene Work Group within 3 months First Work Group report to Board within 6 months Ongoing reports annually, or more often as requested by Board
Strengthen collaborative partnerships by developing an inventory of collaborative partners in the areas of health, wellness, and advocacy. Identify gaps, reach out and form strategic collaborations with new partners to fill in gaps.	Needs Assessment Work Group	Establish and Convene Work Group within 3 months First Work Group report to Board within 6 months Ongoing reports annually, or more often as requested by Board